

STATE OF UTAH



Emerging Issues and
Strategies, 2008





“Preserving our quality of life today while working together to build a hopeful foundation that will elevate the quality of life for Utah’s next generation.”

- Governor Jon M. Huntsman, Jr.

It is a pleasure to present to you the Emerging Issues and Strategies document for the State of Utah. This document outlines the key policy priorities that I have established for the state: economic development, education, quality of life, governance, and the strategies to be pursued for each. Additionally, the plan provides the agencies of the Executive Branch with guidance and direction as they develop and implement their strategic plans, ensuring their efforts are consistent with and aligned to these key priorities.

My administration is focused on enhancing Utah’s competitiveness in the fast changing world of the 21st Century. Accomplishing this goal will require a strong, dynamic, responsive, and well-educated workforce. These strategies will competitively position our state for the future.

I am privileged to represent this unique and wonderful state, especially in this time of strong economic growth. Thank you for the opportunity to serve. I look forward to the continued prosperity that the accomplishment of these priorities will bring to our state in the coming years.

Jon M. Huntsman, Jr.
Governor



Gary Herbert
Lt. Governor

Economic Development



Education

Quality of Life



Governance



The Need

As Utah continues to grow, our state will encounter forces that impact the quality of life that our citizens expect. The executive branch of government will face critical challenges, and need to adapt in order to address these emerging issues. This document provides a framework to assist agencies in identifying enterprise-wide, current and emerging issues, determine priorities and coordinate resources, and most importantly, assure the effective use of taxpayer dollars.

The future of the state's governance will involve the governor, government leaders, citizens, business leaders, and other stakeholders. Sharing information and working together is critical to accurately assess our current environment, establish forward-thinking priorities, and coordinate actions to address the state's emerging issues.

For more information and to view updates, please visit the website at:

<http://performance.utah.gov/>



Utah's Strategic Direction

It is important for our state to understand where we are, what we want to be, where we want to go, and what we must do to stay on the right course. As we journey into the future, we will do so with a strategic direction, focusing on the four fundamental pillars that will help us to stay on course and meet new challenges.



Economic Development: Facilitating an optimistic environment that is attractive to both employers and employees is the centerpiece for a prosperous Utah.



Quality of Life: Fundamentally focusing on issues impacting safety, and stewardship over our resources and infrastructure is vitally important. Seek to maintain an unparalleled quality of life.



Education: Developing world-class education and skills training is not only our duty to our children, but an economic necessity in an increasingly competitive world. Creating a culture of life-long learners.



Governance: Ensuring our state government is efficient, responsive, strategic, accessible, and accountable to Utah citizens.

Development of this plan was led by senior staff of the Governor's Office. The priorities and strategies outlined in this plan were developed through a series of meetings between the Governor and the executive leadership of the relevant state departments.

This document will be continually refined through future meetings and research. Progress on implementation metrics, accomplishments, and enterprise initiatives will be made available on our performance website below.

For more information, please contact the Management Section of the Governor's Office of Planning & Budget by calling 801.538.1027 or by visiting:

<http://performance.utah.gov>



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Department of Administrative Services

Director: Kimberly K. Hood

Divisions:

- Administrative Rules
- Archives
- Child Welfare Parental Defense
- Debt Collections
- Executive Director's Office
- Facilities Construction and Management
- Finance
- Fleet Operations
- Purchasing and General Services
- Risk Management



Full-Time Employees: 161 for appropriated divisions, 241.5 for Internal Service

Contact Information: <http://www.das.utah.gov/main/>
(801) 538-3010

Mission Statement: To deliver support services of the highest quality and best value to government agencies and the public.

Emerging Issues and Strategic Focus:

The Department of Administrative Services is on the forefront of efforts to meet Governor Huntsman's goal of improving energy efficiency in the state. Two of the Department's divisions are currently tasked with the responsibility of developing and administering statewide energy efficiency programs that are critical to meeting the Governor's energy efficiency goal. While the Division of Facilities Construction and Management (DFCM) will administer the State Building Energy Efficiency Program, the Division of Fleet Operations (DFO) will administer the Fleet Energy Efficiency Program.

These divisions, with the support of the Executive Director's Office, are currently developing policies and methodologies for measuring energy use, and are tracking efficiencies realized by state agencies. Reaching the Governor's energy efficiency goal will require the cooperation, support, and input of other state departments and other stakeholders.

The Department is also focusing on changing employee behavior with regard to energy use. Consequently, energy efficiency plans created by both DFCM and DFO have human behavior components. Additionally, the Department has invited individual employees to take the ENERGY STAR, "Change a Light, Change the World" pledge, thereby extending the impact of the energy efficiency initiative beyond the work environment.

The Department continues to focus on delivering quality service at best value. Divisions are experiencing greater demand for services provided. For example, non-state public agencies are beginning to use print and mail services provided by the Division of Purchasing and General Services. Likewise, almost all of Utah's charter schools are now insured by the Division of Risk Management.



Economic Development:

- Extend electronic commerce capability to local governments, school districts, and higher education through the Division of Purchasing and General Services' new partnership with RFP Depot
- Provide purchasing and contract oversight, central mail, e-purchasing, and print services to state and local government agencies



Quality of Life:

- Implement statewide energy efficiency plans
- Provide DAS employees with opportunities to expand skill sets through cross-divisional initiatives
- Promote participation of stakeholders in the regulatory process
- Provide digital images of 250,000-plus Utah death certificates online to the public



Education:

- Enhance universal access to state historical records and regulatory information
- Provide liability, property, and auto physical damage coverage to all state agencies, 40 school districts, 40 charter schools, and all state-owned colleges and universities



Governance:

- Facilitate agency compliance with the Utah Administrative Rulemaking Act
- Publish every issue of the *Utah State Bulletin* on time
- Effectively manage collection of the state's receivables



Utah Department of Agriculture

Commissioner: Leonard M. Blackham

Divisions: Administrative Services
Animal Industry
Conservation and Resource Management
Grazing Improvement Program
Laboratory and Chemistry Services
Marketing and Development
Plant Industry
Regulatory Services



Full Time Employees: 226

Contact Information: <http://www.ag.utah.gov>
(801) 538-7100

Mission Statement: To protect and promote Utah agriculture and food.

Emerging Issues and Strategic Focus:

Our present and future farmers and ranchers face many challenges as they work to remain on the land, including growth, fluctuating markets and prices, limited water supplies, drought, fire, frost, pests, etc. Our efforts help both policy makers and the public recognize that our farmers and ranchers manage land and water resources on both private and public lands that are critical not only to the production of food and fiber in Utah, but also to air quality, water quality and quantity, wildlife habitat, and watershed and riparian health. Our policies and programs need to reflect the interdependence of our quality of life with healthy natural systems and robust agricultural communities.

Our agency seeks to provide a delicate balance between our responsibilities in protecting public health and ensuring a viable regulated industry. The regulatory programs and approach need to provide a means whereby we meet both of these sometimes competing interests.

Recent instances of contaminated foods, both foreign and domestically produced, are increasing consumer concerns over food safety. With limited federal inspection of imported foods, state food inspections will play a more significant role in consumer protection. We can anticipate the need for increased follow-up inspections of national product recalls as well as an increase in food safety inspections of Utah facilities.

The Utah Department of Agriculture and Food is developing plans and strategies to fulfill its important mission and contribute to Utah's prosperity and the Governor's priorities.



Economic Development:

- Support Utah agriculture producers in expanding markets for their products through Utah's Own and other initiatives
- Pursue "Ag to Energy" opportunities for better use of Utah agricultural products
- Improve the health and productivity of Utah rangeland to increase rancher profitability
- Support the Agriculture Resource Development Loan (ARDL) and Rural Rehabilitation Loan programs as a means of conserving and protecting our natural resources and maintaining viable agricultural operations



Quality of Life:

- Restore the health and productivity of the land and reduce impacts and risks from catastrophic fire and invasive species
- Promote best management practices in farming and ranching to improve air and water quality, and enhance recreational and social benefits
- Protect public health by ensuring safe food products from farm to table



Education:

- Increase public awareness of where food comes from and the relevance of Utah's farms and ranches to a healthy environment and quality of life
- Expand and market "Utah's Own" program to promote awareness and consumption of Utah-produced agricultural products
- Assist in building the next generation of farm and ranch leaders



Governance:

- Develop and implement plans to co-locate with other state and federal agencies
- Strengthen alliances with Utah Partners for Conservation and Development (UPCD), Utah State University Extension, non-governmental organizations, industry, and the general public to expand capacity and improve effectiveness



Utah Department of Alcoholic Beverage Control

Director: Dennis R. Kellen

Divisions: Operations
Finance
Licensing & Compliance
Education
Purchasing
Human Resources



Full-Time Employees: 333

Contact Information: <http://www.abc.utah.gov>
(801) 977-6800

Mission Statement: The mission of the Department of Alcoholic Beverage Control (DABC) is to regulate the manufacture, sale, and use of alcoholic beverages in a manner that serves the citizens of Utah and the tourist population while producing revenue from alcoholic beverage sales, which support state and local governments.

Without promoting or encouraging the sale or consumption of alcoholic beverages, the department is operated as a public business using sound management principles and practices. The department licenses and regulates the sale of alcoholic beverages in a manner and at prices that reasonably satisfy the public demand while also protecting the public interest, including the rights of the citizens who do not wish to be involved with alcoholic products. The elimination of consumption by minors and the promotion of responsible and lawful consumption by others is another objective of DABC.

Emerging Issues and Strategic Focus:

As Utah grows, the demand for alcoholic substances will increase. This will require an aggressive expansion of alcohol-related training to youth, as well as require continual improvement of licensing, inventory, and education systems.



Economic Development:

- Refine and continue to provide compliance support and training to existing and perspective licensees



Quality of Life:

- Provide convenient public access for the increased demand of alcoholic products through the construction of new state liquor stores and the remodeling of existing retail outlets while offering exceptional customer service



Education:

- Aggressively provide and expand alcohol-related training to the youth



Governance:

- Continue to enhance and expand effective alcohol education
- Have available a sufficient number of licenses for those applicants that can qualify and provide the responsible serving of alcoholic beverages to enhance the community in which they are located
- Keep a sufficient inventory flow with warehousing capabilities to meet consumer demand through cutting edge distribution facilities and techniques
- Provide services with a focus on expense and cost savings so that maximum revenues generated may be channeled back into the General Fund



Utah Board of Pardons and Parole

Chairman: Curtis L. Garner

Divisions: none

Full-Time Employees: 36

Contact Information: <http://bop.utah.gov/>
(801) 261-6464



Mission Statement: The mission of the Board of Pardons and Parole is to further public safety by rendering just decisions regarding the length of incarceration, parole supervision, termination of sentence, commutation of sentence, and pardons.

Emerging Issues and Strategic Focus:

There is an overwhelming increase in offender numbers and, as a result, agency resources are adversely affected. The Board has again processed a record number of offender decisions and conducted a record number of personal appearance hearings.

Additionally, the Board has provided service in the most cost effective and efficient manner, including responding to all inquiries in a timely fashion and working together with other agencies to find solutions to problems, and to ensure the safety of Utah residents.



Quality of Life:

- Provide optimum protection of the public and safeguard the rights, privileges, and interests of victims and offenders



Governance:

- Maximize use of resources and improve coordination with other state and federal criminal justice agencies



Department of Commerce

Director: Francine Giani

Divisions: Administration,
Division of Consumer Protection
Division of Corporations and Commercial
Code
Division of Occupational and Professional
Licensing
Division of Public Utilities
Committee of Consumer Services
Division of Real Estate
Division of Securities
Office of the Property Rights Ombudsman



Full-Time Employees: 268.5

Contact Information: <http://www.commerce.utah.gov/>
(801) 530-6646

Mission Statement: To protect the public interest by ensuring fair commercial and professional practices.

Emerging Issues and Strategic Focus:

The growing population is seeing increased activity in consumer and investment, fraud as well as unprofessional conduct in the medical and pharmacy fields. In particular, the St. George area's increasing elderly population, fraud and predatory prescription practices targeted at the elderly are increasing.



Economic Development:

- Encourage additional municipalities to join the One-Stop Business Registration
- Bring the benefits of competition and innovation in telecommunications, broadband, and other similar services to more rural areas in Utah
- Develop ways to encompass other jurisdictions in online services to facilitate interstate commerce, with the goal of a seamless worldwide business registration process without losing Utah's jurisdiction and identity
- Increase the number of professional licensees to increase the state tax base and decrease reliance on assistance programs, allowing more money to become available for educational opportunities, facilitating employment opportunities, and growing the economy
- Address concerns that the financial markets may be near or at the top of a cycle, with the potential for a significant market correction
- Support appropriate ways to increase Utah's access to clean and renewable energy
- Assist energy utilities in their planning processes to acquire the most cost-effective mix of energy resources



Quality of Life:

- Protect ratepayers who do not have competitive choices so that they receive good service quality, and maintain Utah's energy utility rates among the lowest in the nation
- Prevent fraud and ensure the honesty of the securities industry
- Maintain the integrity of the real estate market and protect against fraud and higher mortgage rates through Public Service Announcements and other educational efforts
- Improve conservation and efficiency in the use of electricity and natural gas using cost-effective strategies
- Continue to advocate for the consumer classes in policy development and utility filings before the Public Service Commission



Education:

- Help ensure that utility customers understand their rights and responsibilities, including assistance programs available to low-income consumers, and help other agencies, the Legislature, public groups, the media, and all Utahns understand future choices, consequences, and tradeoffs in energy and telecommunications issues
- Continue to seek opportunities to educate investors and entrepreneurs with a particular emphasis on senior fraud, helping new businesses avoid scams that could prevent them from succeeding, and working with the Wayne Brown Institute to educate entrepreneurs about capital raising efforts and solicitation materials
- Air public service announcements and increase distribution of brochures to educate consumers on fraud, particularly the use of checks, credit cards, and electronic banking
- Continue to make more information available online by increasing online services, and adapting to new online frauds with global victims
- Develop a new website and other educational materials to explain the ratemaking process and other key issues in the energy and telecommunications industries that impact consumers
- Refine pre-licensing and continuing education, facilitate distance education, increase standards for certifying courses, and work with the private sector to develop improved core topic courses



Governance:

- Ensure that fees and fines collected by the Department will be used appropriately to accomplish Department outcomes
- Provide a stronger presence in the St. George area to combat scams
- Continue to work with the Public Service Commission, utilities, and all other parties to ensure processes are fair, open, and transparent as possible, and understandable to the public and ratepayers
- Refine internal operations to provide the best balance between investor protections and the elimination of unnecessary burdens on regulated entities
- Regularly evaluate potential new regulation or elimination of programs
- Provide regulatory functions in a timely, accurate, and accessible manner
- Develop and implement a licensure/enforcement database that maximizes access and retrieval of enforcement records and user-friendly public access



Utah Commission on Criminal and Juvenile Justice

Executive Director: Robert S. Yeates

Divisions: Sentencing Commission
Board of Juvenile Justice
Sexual Violence Council
Council on Crime Victims
Crime Victim Reparations Board
Child and Family Cabinet Council
Substance Abuse/Anti Violence Coordinating Commission



Full Time Employees: 36

Contact Information: <http://www.justice.utah.gov>
(801) 538-1031

Mission Statement: To promote broad philosophical agreement concerning the objectives of the criminal and juvenile justice system in Utah, facilitate coordination among criminal justice agencies and stakeholders, and coordinate statewide efforts to reduce crime and victimization

Emerging Issues and Strategic Focus:

Crime and substance abuse continue to be a concern to the people of Utah. Most Utahns have been touched in some way by crime and drugs—as victims, as substance abusers, as family and friends of perpetrators, and through the fear of crime. Sex offending, identity theft, drug abuse, especially methamphetamine use, cyber crime, domestic violence, and drunk driving top the list of crimes which are a focus of Utahns today.

The Commission on Criminal and Juvenile Justice (CCJJ) fosters collaboration and coordinated planning among criminal and juvenile justice and substance abuse agencies with the goal of improving the response of the system to the broad range of issues facing each agency. Current efforts include criminal justice information systems; research on crime trends, sentencing, and treatment programs; public awareness campaigns on meth use, under-age drinking, and sexual exploitation of children; services for victims of domestic and sexual violence; and grants to fund law enforcement and treatment programs.

Crime Victim Reparations (CVR) provides financial aid to crime victims and supports victim services throughout the state. Assisting victims to rebuild their lives is one step in repairing the damage to society caused by violent crime.

Ensuring a fair and equitable justice system that protects the public is essential to quality of life in Utah. CCJJ and its boards and commissions have developed plans designed to achieve this goal.



Economic Development:

Efforts by state leaders to recruit new businesses and retain existing ones are enhanced by Utah's low violent crime rate. Keeping crime under control and providing effective law enforcement are essential to economic development in Utah. Current initiatives which impact economic development include:

- Reduce the impact of alcohol and drugs on Utah's workforce through education, treatment, and law enforcement
- Provide public information on Utah's low rates of violent crime and victimization



Quality of Life:

The criminal justice system has a primary role in ensuring quality of life in Utah—crime and the fear of crime can adversely affect all aspects of life in our community. CCJJ is working to improve quality of life in Utah through the following initiatives:

- Reduce the impact of methamphetamine on our community through education, treatment, and law enforcement
- Educate the public about the dangers of underage drinking
- Provide the tools needed to reduce drunk driving in Utah
- Assist the public in obtaining information about sex offenders through increased sex offender registration requirements
- Increase access to assistance for victims of sex offenses and domestic violence
- Provide financial assistance to victims of violent crime
- Increase victim access to notification about offender status, location, and hearings
- Address public concerns about the length of sex offender sentences
- Assist in developing a statewide strategy to address the growing numbers of mentally ill individuals in the criminal justice system
- Provide increased access to substance abuse treatment for felony offenders
- Educate the public on the dangers of internet crimes against children and how to avoid them
- Identify trends in crime and victimization and direct system focus to areas of concern
- Continue efforts to ensure fairness and equity in the juvenile justice system



Education:

Lack of education has been shown to be one of the strong predictors of recidivism in the criminal population. CCJJ's efforts in this area include:

- Assist in obtaining increased funding for prison educational programs
- Provide funding for after school programs
- Sponsor the *Do the Write Thing* Challenge in Utah schools that encourages 7th and 8th grade students to write about violence and solutions to the problems of violence
- Early childhood education investments



Governance:

Many of CCJJ's efforts are designed to improve governance in the criminal and juvenile justice systems. CCJJ assists agencies in obtaining the tools and resources they need to operate efficiently and effectively. Initiatives designed to improve governance include:

- Improve the accuracy and availability of criminal history information
- Provide information on police contacts with the public with the intention of improving police training programs
- Reduce the cost of Corrections and law enforcement through substance abuse treatment programs designed to reduce recidivism
- Provide technology designed to reduce the time required to issue a warrant or make an arrest



Department of Community and Culture

Director: Palmer DePaulis

Divisions: Administration
State History
State Library
Arts and Museums
Ethnic Affairs
Indian Affairs
Housing and Community Development

Full-Time Employees: 230

Contact Information: <http://community.utah.gov/>
(801) 538-8700

Mission Statement: Enhance the quality of life for the people of the State of Utah by creating, preserving, and promoting community and cultural infrastructure.



Emerging Issues and Strategic Focus:

The Department of Community and Culture's (DCC) future strategic focus will need to adapt to dynamic cultural, community and social factors. As Utah becomes increasingly culturally diverse, state service delivery and systems will need to become more culturally competent. Further, as communities expand and explore long-term planning needs, municipalities may require enhanced technical assistance in urban planning, land use and cultural resource management, preservation and development. Additional consequences of community expansion and development will be an increased frequency of the discovery of Native American human remains and an increase of the number of chronically homeless attracted to metropolitan areas. With baby boomers aging into retirement, DCC will particularly need to assess service demands for blind and disabled library materials, historical research facilities, cultural opportunities, volunteer opportunities, and utility assistance programs.



Economic Development:

- Provide economic development opportunities to communities through grants, professional development, and technical assistance
- Promote and support the establishment of ethnic chambers of commerce
- Promote partnerships which foster economic development opportunities on Utah's tribal lands
- Provide developers of land and natural resources with technical consultation, information, and advisement regarding cultural management
- Make it easier for companies to do business in Utah by increasing the supply of affordable housing for workers
- Assist economic development through appropriate volunteer support, saving communities and organizations significant labor expenses
- Assist communities in preserving and maintaining unique community identities that protect heritage and fosters tourism opportunities



Quality of Life:

- Help meet Utah's growing need for affordable housing by increasing the number of new low-income housing units
- Work toward eliminating chronic homelessness
- Alleviate high utility bills for low-income Utahns, assisting all eligible households that apply each year for "Energy & Lifeline Assistance"
- Support food banks, homeless shelters, domestic violence shelters and other basic services across the state
- Enhance services and find solutions to issues impacting Native American communities by coordinating state, tribal, and federal government relations
- Seek a permanent, long-term repository for Native American human remains
- Expand tangible informational resources to the urban and rural public and improve the quality of library services by distributing criteria-based grants to local libraries
- Multiply quality art events by providing matching grants to non-profit arts organizations
- Preserve Utah's unique culture and heritage through authentic historic preservation
- Help communities capitalize on unique cultural and heritage assets



Education:

- Enhance learning by providing highly qualified teaching artists in the classroom
- Expand public access to information by enhancing and leveraging online database access
- Increase the quantity and quality of historical and research resources available online
- Promote the Adopt-a-School program to enhance cultural competency
- Continue and expand the successful Literacy Initiative and other volunteer programs to assist Utahns



Governance:

- Enhance the ethnic community capacity and infrastructure by assisting community-based organizations in leadership development, communications, and connectivity to state government resources (technical, financial, and cultural)
- Arrange and provide for partners in the community training and collaboration assistance for better service and better efficiency for partners in the community
- Work closely with individual communities in their planning activities
- Provide 24/7 access to relevant government documents through the state publications online repository
- Save developers and building owners money by maintaining comprehensive databases of historical and archaeological information
- Enhance community access to state-owned cultural resources



Department of Corrections

Commissioner: Thomas Patterson

Divisions & Programs: Institutional Operations
Adult Probation and Parole
Programming
Correctional Industries
Clinical Services
Facilities
Finance
Training
Planning and Research
Internal Audit
Law Enforcement



Full Time Employees: 2,342

Contact Information: <http://corrections.utah.gov/>
(801) 545-5500

Mission Statement: Our team of professionals is dedicated to ensuring safe communities in Utah by incarcerating and supervising those who violate our laws. Further, our team is devoted to provide maximum opportunities for offenders to make lasting changes in their behavior through treatment and programming.

Emerging Issues and Strategic Focus:

Prisons are vital for protecting the public from those who violate our laws. Crowded facilities endanger both staff and inmates. Our 10-year plan requires additional prison capacity that will need to be funded in the 2008 Legislative Session.

Utah's correctional system faces a number of challenges in its efforts to protect the public and assist offenders in becoming law abiding citizens. Public demands for strict sentences and tight supervision of offenders conflict with the need to control public spending on Corrections. The nature of Corrections work requires a high level of dedication to the job and a willingness to face difficult and unpleasant situations—combine this with low pay and the result is a high rate of staff turnover and vacancies. We also face struggles of retention and recruitment in auxiliary areas such as training, finance, and medical.

Programs to address the root causes of offender criminal behavior such as lack of education or job skills can be effective; however, lack of resources limit program availability. Providing quality substance abuse treatment in a timely manner fosters public safety by decreasing the tendency for offenders to re-offend. The Drug Offender Reform Act (DORA), managed through our Programming Division, will provide offenders additional substance abuse treatment opportunities.

The Department transports over 1,000 inmates every year for medical services, court hearings, and prison population movement from different sites and county jails. Due to tragic events in the summer of 2007, it became evident that the Department needs to change its policy and practice related to the transportation of inmates.

Cost efficiencies have been maximized with our Clinical Services Bureau, but the Department has to request budgetary supplementals in order to fill budget shortfalls related to medical services. The growth in the prison population and inflation in medical expenses has led to an on-going funding shortfall in its medical services system.

The State currently has two primary prison sites, other than locations contracted for beds in county jails. In looking at the Department's 10-year plan, the State of Utah needs to begin examining potential locations for a third prison site. The Gunnison site can accommodate ten additional buildings. However, there will not be a sufficient population base in the area to support these buildings when they are needed. The State currently occupies less than half of the available land at the Bluffdale prison site. Cost efficiencies may be realized in building at this site as utilities are already available, and there is a sufficient population base to support additional prison beds at this location.



Governance:

- Provide maximum opportunities for offenders to succeed in the community through proven rehabilitation programs
- Develop two new housing units at Gunnison and a 300-bed privatized parole violator center
- Look for innovative ways to recruit and retain qualified correctional officers
- Re-engineer of Utah's sex offender registry in conjunction with the Adam Walsh Act
- Investigate the feasibility of indexing the current medical budget to Medicaid
- Find ways of providing a minimum of two officers for all transports
- Study the feasibility and impacts of developing new or expanding existing facilities



Department of Environmental Quality

Executive Director: Rick Sprott

Divisions/Programs: Air Quality
Drinking Water
Environmental Response and Remediation
Radiation Control
Solid and Hazardous Waste
Water Quality

Full Time Employees: 403

Contact Information: <http://www.deq.utah.gov/>
(801) 536-4402

Mission Statement: The mission of the Department of Environmental Quality (DEQ) is to safeguard human health and quality of life by protecting and enhancing the environment.

Emerging Issues and Strategic Focus:

Implementation of State and Federal environmental laws to protect the quality of Utah's air, land, and water resources and ensure a healthy environment for all Utahns is the Department of Environmental Quality's primary strategic focus. The Department of Environmental Quality's secondary focus is to pursue Utah-specific approaches to augment regulatory programs, as needed, to address increasing impacts associated with growth.





Economic Development:

- Clean air, water, and land are valuable resources to Utah's expanding economy. DEQ promotes a balanced, sustainable relationship between economic development and environmental quality by streamlining permitting processes, making timely decisions, providing technical assistance to businesses and working in partnership to develop rules and regulations that meet Utah's unique conditions



Quality of Life:

- Implement more stringent federal air quality requirements for ozone and PM 2.5 and new federal rules for underground storage tanks and safe drinking water standards
- Work to help shape state and national policy regarding climate change, toxic air pollutants, above ground storage tanks, and water quality standards
- Ensure continued proper management and disposal of solid, radioactive, and hazardous waste streams currently regulated
- Address the needs for proper management and disposal of additional wastes such as electronics, products containing mercury, and pharmaceuticals
- Regulate the expanding uranium mining and processing industry
- Oversee the voluntary clean up of contaminated properties



Governance:

- Maintain primacy of environmental programs eligible to be delegated to the state is essential to Utah's environment and economy. DEQ will retain primacy by maintaining technical expertise, retaining staff, and securing resources to ensure capacity for delegation



Utah Department of Financial Institutions

Commissioner:

G. Edward Leary

Divisions:

Administration
Banks
Consumer Credit and Compliance
Credit Unions
Holding Companies
Industrial Banks
Money Service Businesses and Trust



Full Time Employees:

54

Contact Information:

<http://www.dfi.utah.gov>
(801) 538-8830

Mission Statement:

To charter, regulate, and supervise entities furnishing financial services to the citizens of the state of Utah.

Emerging Issues and Strategic Focus:

The Department's primary goal remains maintaining the safety and soundness of Utah-chartered financial institutions. This is a continuing mandate that requires constant vigilance and dedication and is accomplished through onsite examinations and close offsite financial statement analysis. This goal is shared by the FDIC, the Federal Reserve for banks, and the National Credit Union Administration (NCUA) for credit unions. Our challenge is to have a fully trained and sufficiently numbered examination staff who can evaluate all risks inherent in the business of banking and effectively coordinate those efforts with the federal bank regulators to ensure that financial institutions operate safely and soundly.

Besides on-going examination efforts, the Department has focused resources on the protection and preservation of the Utah industrial bank industry. The success of the industry has brought national attention and adverse reaction to the industry. The Department has been called upon to defend its record in appropriately supervising the industrial banks without any loss to the FDIC fund. This effort has required travel to and presentations before many forums, including testifying before Congress and trying to educate fellow state bank regulators and federal bank regulators that the industry and its parent companies are not a threat to the FDIC insurance funds or the banking system.

The next most pressing issue is responding to the constant cry for enhanced restrictions on the Payday Lending industry. Consumer activists and the industry are at serious odds on their views on how the industry should be regulated. With the Department's endorsement and support, five bills have passed since 1999 addressing the supervision and regulation of the industry. The Legislature again asked the Department to study another issue relating to what data is collected by other states from the industry and how it is made public. The Department is currently engaged in that study and working with a number of legislators interested in sponsoring bills in the next session.



Governance

- Promote industry satisfaction through continual improvement of the examination process through quality assurance survey ratings
- Continue to respond to consumer concerns in a timely manner
- Maintain appropriate length of examinations



Governor's Office of Planning and Budget

Executive Director: John Nixon

State Planning Coordinator: Mike Mower

Divisions: Administration
Budget and Policy Analysis
Demographic and Economic Analysis (DEA)
Strategy and Management
State and Local Planning
Public Lands Policy

Full-Time Employees: 40

Contact Information: <http://www.governor.utah.gov/gopb/>
(801) 538-1027

Mission Statement: The Governor's Office of Planning and Budget provides leadership for the initiatives of the Governor and meets customer information, budgeting, planning, and issue coordination needs by providing accurate and timely data, impartial analyses, and objective recommendations.



Emerging Issues and Strategic Focus:

The most significant theme of Utah's future will be continued growth that is catalyzed by a strong economy and unique quality of life amenities.

With a projected growth rate of about 2.6%, a rate more than twice that of the national average, Utah's population is expected to reach nearly 3.6 million residents by 2020. This represents an increase of nearly one million residents. If not managed properly, this growth has the potential to negatively affect the state's quality of life.

In order to address this growth, the state will need a recognized authority of information and expertise, as well as an effective vehicle to facilitate intergovernmental cooperation. The Governor's Office of Planning and Budget will need to continually refine its operations in order to meet these demands and opportunities.



Economic Development

- Efficiently manage the state's budget in order to generate the greatest public benefit.
- Work with local governments, special districts, and communities to improve development decision-making.
- Estimate and forecast population levels and characteristics, economic conditions, and state revenues and expenditures.
- Assess the economic, demographic, and fiscal impacts of projects and policies.



Quality of Life

- Create tools that assist Utah's communities to avoid the unintended costs and inefficiencies associated with the lack of planning and coordination.
- Continue to preserve critical lands through the LeRay McAllister Critical Land Conservation Fund.
- Coordinate the state's interests and priorities with regards to all public lands issues in Utah.



Education

- Provide outreach, training, and technical assistance to local governments on land use and development issues.
- Compile, organize, and disseminate data and special studies on issues relevant to state planning and budgeting.
- Coordinate the U.S. Census Bureau State Business and Industry Data Center Program in Utah.



Governance

- Coordinate, collaborate, and negotiate with stakeholders in preparation of the governor's State of Utah Budget Recommendations.
- Collect and analyze the budget requests of each State agency and prepare recommendations on base budgets and proposed enhancements for the governor.
- Conduct budget hearings for each state agency and the courts, and discuss policy matters with budget implications.
- Publish and release the governor's State of Utah Budget Recommendations.
- Facilitate collaborative efforts involving the governor, government leaders, citizens, business leaders, and other stakeholders.
- Assist in the development of agency strategic plans, facilitating the incorporation of strategy into operational budgets.
- Analyze and review the efficiency and effectiveness of agency operations.
- Assist in the identification, analysis, and communication of emerging issues and strategies.
- Develop an analytical framework (Balanced Scorecard) for performance management that promotes alignment of agency operations, as well as strategic initiatives.
- Coordinate the performance-related initiatives of other agencies through strategic communications and sharing of best practices.



Governor's Office of Economic Development

Executive Director: Jason Perry

Divisions/Programs: Finance
Communications
Marketing
Business Incentives
Clusters
Centers of Excellence
State Science
Business and Technology Parks
Procurement Technical Assistance Centers
Rural Development
International Trade and Diplomacy



Full Time Employees: 64

Contact Information: <http://goed.utah.gov/>
801-538-8700

Mission Statement: The GOED mission is to nurture an environment where Utah companies can be successful and the business community can create jobs that raise Utah's citizen's standard of living.

Emerging Issues and Strategic Focus:

The Governor's Office of Economic Development (GOED) charter is based on Governor Huntsman's commitment to economic development statewide. The mandate for this office is to provide rich business resources for the creation, growth and recruitment of companies to Utah and to increase tourism and film production in the state. GOED accomplishes this mission through the administration of programs that are based around industries or "economic clusters" that demonstrate the best potential for development. GOED utilizes state resources and private sector contracts to fulfill its mission.



Economic Development:

- Facilitate economic development on a local level by restoring the physical and economic vitality of communities in downtown business districts, particularly in Utah's Rural Communities
- Facilitate technology commercialization, business expansion, and business recruitment
- Partner with industry and other public entities to foster the development and creation of Technology Parks
- Create great jobs for people in Utah by helping fund the process of moving the most innovative research from Utah's universities into business
- Grow Utah's economy, create jobs and increase Utah's international presence by securing international business connections
- Increase procurement opportunities by providing Utah companies the information and assistance needed to sell their products and/or services to federal, state and local governments
- Encourage the creation of good jobs in the State by providing a job-creating fund known as the Industrial Assistance Fund
- Create high-paying jobs in rural Utah by providing business incentives through the Rural Fast Track Program
- Encourage providers to establish broadband service in rural Utah by providing incentives through the Rural Broadband Service Fund
- Attract new and expanding businesses to Utah by providing tax credits through the Enterprise Zones program
- Promote the entire state as a location for film and commercial production, and foster the use of Utah support services and professionals in order to contribute production dollars to the state's economy



Quality of Life:

- Improve the quality of life of people in Utah through revenue and tax relief by increasing the quality and quantity of tourism visits and spending



Education:

- Prepare tomorrow's workforce to compete in a science and technology based economy by helping to develop students to take interest in STEM subjects (Science, Technology, Engineering and Math)
- Ensure that Utah remains a leader in the knowledge economy through the utilization of the Utah Science and Technology Research (USTAR) initiative



Utah Department of Health

Executive Director: David N. Sundwall, M.D.

Divisions: Division of Community & Family Health Services
Division of Health Systems Improvement
Division of Health Care Financing
Division of Epidemiology and Laboratory Services

Full Time Employees: 918

Contact Information: <http://health.utah.gov/>
(801) 538-6111

Mission Statement: To protect the public's health through preventing avoidable illness, injury, disability, and premature death; assuring access to affordable, quality health care; and promoting healthy lifestyles.



Emerging Issues and Strategic Focus:

- The increasing cost of providing health insurance will remain a significant challenge to both businesses and individuals. The issue has great impact on both the quality of life and the economy of our state. The Utah Department of Health (UDOH) will be an integral part of the Governor's efforts to expand health insurance coverage to all Utah citizens.
- The nation is not yet fully prepared to respond to large-scale hazards, man-made or naturally occurring. As a result, UDOH will continue to invest time and resources in all-hazards preparedness.
- Emerging technologies will improve the department's capacity to conduct "real time" disease and health risk surveillance and reporting. This will provide the UDOH with the basis for making decisions based on the best scientific evidence and technology available.
- Electronic personal health records, medical records, and quality data reporting will help reduce health care costs, medical errors, and improve patient safety. The UDOH's "e-Health = Utah" program will play an important role in developing such records.
- Utah's growing and aging population will present new challenges to UDOH and the health care system. UDOH programs will need to ensure they can meet the demands of serving a growing population and help the private sector provide quality service to the aging population.
- Health care costs will be decreased over time as our citizens adopt healthier lifestyles today. Health promotion programs (nutrition, tobacco prevention and control, sexually transmitted diseases, cancer control, and chronic illness) will play a vital role in encouraging the population to adopt such lifestyles.



Economic Development

- Build the Unified State Laboratory (USL)
- Promote “e-Health = Utah”
- Identify and support Utah’s Safety Net Providers (clinics throughout the state who serve low-income individuals and families)



Quality of Life

- Expand health insurance coverage in Utah
- Expand health Insurance Coverage for Utah’s Children through SCHIP expansion
 - Develop and implement the Utah Health Insurance Exchange (UHIE) with the Governor’s Office of Economic Development
- Protect the public’s health
 - Establish the Governor’s Pandemic Influenza Preparedness Advisory Council and implement other recommendations of the Governor’s Pandemic Influenza Preparedness Task Force
 - Improve immunization rates
 - Reduce the rate of prescription drug deaths
 - Develop public health standards for methamphetamine site decontamination
- Prevent unnecessary disease and disability
 - Promote healthy weight in Utah
- Provide access to appropriate health care for select populations with special health care needs and/or economic and cultural barriers
 - Implement Utah Premium Partnership (UPP)
 - Continue to expand Children’s Health Insurance Program (CHIP)



Education

- Prevent cervical cancer deaths in Utah through education and immunization
- Continue current ongoing efforts, including Gold Medal Schools, and workplace initiatives
- Provide outreach to all minority populations
- Promote access to services needed for children with special needs
- Formalize and sustain relationships with tribal communities



Governance

- Participate in the National Governor’s Association (NGA) Initiatives, including:
 - NGA State Alliance for e-Health
 - NGA Privacy Initiative
 - Patient Safety Initiative
- Collaborate with e-Health Partners, including:
 - Utah Health Information Network (UHIN)
 - Center for Excellence in Public Health Informatics
 - Help establish Regional Health Information Organization (RHIO), Sichuan Province, China
 - Digital Health Commission
- Create the “Utah Partnership for Healthy Weight” to focus on statewide collaboration with public and private sector representatives to develop effective programs to reduce the prevalence of obesity
- Formalize and sustain relationships with tribal communities



Department of Human Resource Management

Executive Director: Jeff C. Herring

Divisions: Administration
Field Services
Policy and Planning
Performance Management and Development

Full Time Employees: 182

Contact Information: <http://www.dhrm.utah.gov/>
(801) 538-3025



Mission Statement: The Department of Human Resource Management's (DHRM) mission is to develop, implement, and administer a statewide program of human resource management that aids in the efficient execution of public policy, fosters careers in public service for qualified employees, and assists state agencies in the performance of their missions.

Emerging Issues and Strategic Focus:

There are three human resource issues that will impact the State's workforce over the next 5-10 year span: 1) demographic changes in the general population, 2) competition for a shrinking labor pool, and 3) managing the liability associated with human resources. Perhaps the most important demographic change is the impending retirement of aging workers. This change will result in a loss of critical skill sets and institutional knowledge for the State. Additionally, the resulting labor shortage will force the State into greater competition for fewer available workers.

Workforce liability and management of that liability also will continue to be issues for the State. This liability stems directly from the various federal and state employment laws by which the State must abide as an employer. It is anticipated that the number of regulations associated with such laws as the Family and Medical Leave Act (FMLA), Americans with Disabilities Act (ADA), homeland security, and others will continue to increase rather than decrease.

The issues discussed above have a direct impact on the State's workforce. The State must address these issues in order to attract, retain, develop, and manage the workforce it needs to provide value to its citizens and improve government performance now and in the future. DHRM has identified the following strategic initiatives designed to assist the State as it faces these issues.



Governance

- Provide agency managers with decision-making tools such as analytics, reports, and consultation to aid them in developing effective human resource strategies to accomplish agency strategic goals and objectives
- Increase efficiency of the State's workforce to keep growth of the workforce at a lower rate than the general population
- Develop and implement recruitment approaches, systems, policies, and procedures that aid agencies in attracting qualified candidates for employment with the State
- Work closely with the governor and Legislature to develop and implement a total compensation system to reward state employees for their performance. This system will be competitive, flexible, and aligned with agencies' strategic goals and objectives
- Work with agencies to create and sustain an environment supportive of employee engagement in order to retain a highly qualified and skilled workforce
- Develop opportunities that enable employees to gain skills and knowledge to enhance individual and organizational capabilities and achieve organizational objectives
- Reduce liability through consultation with, counseling, and educating agency management on liability issues



Department of Human Services

Executive Director: Lisa-Michele Church

Divisions/Programs: Substance Abuse and Mental Health
- Utah State Hospital
Child and Family Services
Services for People with Disabilities
- Utah State Developmental Center
Aging and Adult Service
Juvenile Justice Services
Office of Recovery Services
Office of Public Guardian
Office of Licensing
Office of Fiscal Operations
Office of Administrative Hearings
Office of Services Review
Office of Child Protection Ombudsman



Full Time Employees: 4,668

Contact Information: <http://www.dhs.utah.gov/>
(801) 538-4001

Mission Statement: The Department of Human Services (DHS) provides direct and contracted services to a broad range of individuals in our community, including persons with disabilities, mental health or substance abuse issues, children and families in crisis, juveniles in the criminal justice system, the aged, and vulnerable adults.

Emerging Issues and Strategic Focus:

The most common complaints of child abuse involve children who are affected by substance abuse, who are witnesses to domestic violence or who are sexually abused. Substance abuse is a factor in sixty percent of children entering foster care.

Changes in federal law (Adam Walsh Act) have a significant impact on Juvenile Justice Services and the youth they serve. Most juvenile sex offenders are not sexual predators, are more responsive to treatment, and have lower recidivism than adult sex offenders. However, as registered sex offenders, the options for placement of youth will be limited. The requirement that certain offenders remain on the registry for 25 years will affect a rehabilitated juvenile's ability to work and live in the community into adulthood. We also expect a dramatic increase in competency evaluations for juveniles.

Utah has the sixth most rapidly aging population in the nation. US Census Bureau projections indicate a senior population in Utah of 482,542 by 2030, an increase of 165 percent over the year 2000.

The growth in the school-age population will increase the demand for juvenile justice services, child and family services, autism services, and domestic violence services.

Over 1,800 people are waiting for services provided by the Division of Services for People with Disabilities.



Quality of Life:

- Meet the cost and staffing needs of increasing caseloads for programs that serve children and youth
- Provide treatment and court supervision for those addicted to drugs and alcohol
- Seek innovative strategies to serve those on the Department's (DSPD) waiting list
- Explore cost-effective community alternatives to more expensive institutional long-term care
- Explore improvements in technology, policy, and legislation that will increase the efficiency and effectiveness of child support collections and medical support recoveries and cost avoidance



Governance:

- Invest in proven technologies to improve productivity
- Streamline business processes and service delivery



Utah Insurance Department

Commissioner: D. Kent Michie

Divisions: Administrative Services
Captive Insurance
Financial Examination
Health Insurance
Insurance Fraud
Life and Property & Casualty Insurance
Market Conduct Examination
Producer Licensing Services



Full Time Employees: 87

Contact Information: [http:// www.insurance.utah.gov](http://www.insurance.utah.gov)
(801) 538-3803

Mission Statement: The mission of the Utah Insurance Department is to protect all insurance consumers through quality and responsive, state-based regulation of the business of insurance.

Emerging Issues and Strategic Focus:

The Utah insurance market is growing rapidly and becoming more complex and specialized. New and unique insurance products have been introduced into the market and even more innovation is expected in the future. The Baby Boomer generation will need retirement and other special insurance products as well as access to long-term care, Medicare supplement and prescription drug insurance plans. Health care reform is on the horizon and significant changes will occur in the way health care is delivered and financed, not only in Utah, but nationally as well.

The pressures of these growth issues are compounded by personnel issues the department will face in the future. At least three of the department's senior executives are eligible to retire or will be in the near future. Growth within the industry adds to the work of the department and additional staff will be needed to properly manage the increase. More than one-third of current employees are either new to the department or are in new positions and will need continuing education and training to maintain qualifications and competency.

Increases in department staffing will result in the need to relocate the department to new office space. At the national level, large national life insurance companies are pressuring Congress to create an optional federal charter that will allow these companies to avoid state regulations and oversight.

The mission of the department is important as insurance permeates all levels of society. Public confidence in insurance is critical to prosperity and a sound and vibrant economy. The department's strategies, plans, and objectives as a regulatory agency, will help it achieve its mission and help the governor accomplish his priorities.



Economic Development

- Promote Utah as an attractive domicile for financially solid, service oriented insurance companies, including the fast growing captive insurance sector



Quality of Life

- Facilitate and foster the innovation of new insurance products in the market place that meet the current and emerging needs of individuals and businesses
- Monitor and regulate the financial solvency of insurance companies to ensure that they are able to pay their claims when presented
- Monitor and oversee the insurance market to ensure that consumers are safe and secure as they purchase and use insurance products
- Assist the Governor, Legislature and other state and federal stakeholders to reform the health care system to provide access to affordable healthcare and health insurance
- Work with the Legislature, industry, and consumers to maintain a competitive insurance market that provides products and services that enhance the safety and welfare of individuals and businesses in Utah



Education

- Enhance insurance consumers' awareness of insurance issues, product information, product comparisons, and insurance fraud
- Educate senior citizens on the availability of products for their needs, including long-term care, Medicare supplemental insurance, and prescription drug plans



Governance

- Maintain the department's accreditation with the National Association of Insurance Commissioners in order to have the department's financial examinations of insurance companies respected and recognized by other states
- Work to obtain authorization for sufficient FTE examiners to examine and analyze the financial condition of insurance companies to reduce costs to companies and to secure the solvency of our domestic and other companies
- Participate in the efforts of the National Association of Insurance Commissioners to maintain quality, responsive regulation of insurance at the state level
- Educate the Legislature and others about the need to fight insurance and mortgage fraud, including abuse of prescription drugs
- Collaborate with other Utah state government departments to achieve the governor's priorities
- Work cooperatively with other states' insurance departments in the collaborative regulation of the business of insurance across state lines



Labor Commission

Commissioner: Sherrie Hayashi

Divisions/Programs: Administrative Services
Adjudication
Antidiscrimination and Labor
Boiler & Elevator Safety
Industrial Accidents
Occupational Safety & Health

Full Time Employees: 132

Contact Information: <http://www.laborcommission.utah.gov>
(801) 530-6848

Mission Statement: Achieving safety and fairness in Utah's workplaces



Emerging Issues and Strategic Focus:

As Utahns, we want to provide a high quality of life for ourselves and our families. We value our work ethic. We take pride in our work. We also believe our workplaces should be safe and fair. We want our family members to come home safe and sound from a hard day's work. We know that a healthy employment climate keeps good jobs in Utah, attracts new jobs, and promotes a stronger economy. The Utah Labor Commission plays a pivotal role in assuring the safety and fairness of Utah's workplaces.

The Labor Commission has the primary role in maintaining a proper balance between the needs of Utah employees and the interests of Utah employers. When employment disputes arise, the Labor Commission must resolve them fairly and efficiently.

The challenge facing the Labor Commission is to focus its resources to meet the needs of employers and employees today, while building a foundation for greater workplace safety and fairness tomorrow. To meet that challenge, the Labor Commission will apply a strategic focus to the following issues and trends that are emerging in the workplace.



Economic Development

- Maintain the stability of Utah's workers' compensation system
- Apply technology and information-sharing strategies to identify employers who fail to maintain statutorily- required workers' compensation insurance



Quality of Life

- Assist and encourage employers and employees to take the actions necessary to promote workplace safety.
- Assist injured workers in obtaining the help they are entitled to receive.
- Discharge the responsibility of protecting individuals against employment and housing discrimination in partnership with the federal government through education, investigation, and enforcement.
- Protect the right of individuals to actually receive the wages they have earned, both as a matter of simple fairness and as a matter of economic necessity through education, persuasion and legal action.



Education

- Continue on-going research projects on 1) the effect on emergency response personnel of exposure to methamphetamine-related chemicals and 2) narcotic prescription practices.
- Engage in cooperative safety programs with employers.



Governance:

- Engage stakeholders in the development of new regulations and by frequent review of existing regulations
- Hire talented people and provide the training and equipment necessary for them to do their jobs. The Commission will retain its employees by providing flexibility, professional development and financial recognition.
- Monitor the quality of adjudicative decisions involving workers' compensation, employment and housing discrimination, and occupational safety and health issues, communicate with stakeholders to improve the adjudicative system, and shift staff resources to address the unacceptable backlog of cases waiting for final Commission review.



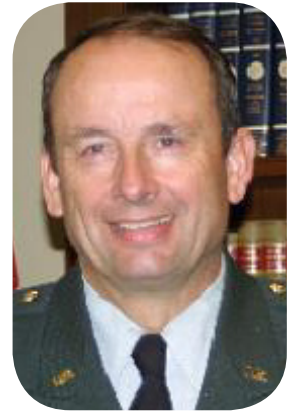
Utah National Guard

Adjutant General: Major General Brian L. Tarbet

Divisions: Army National Guard
Air Force National Guard

Contact Information: <http://www.ut.ngb.army.mil>
(801) 523-4407

Organization: The Utah National Guard consists of 6,700 members (5,200 Army Guard; 1,500 Air Guard). There are 1,640 full-time employees (military and civilian).



Mission: To provide trained and disciplined forces for domestic emergencies or as otherwise required by state laws, and to maintain properly trained and equipped units available for prompt mobilization for war, national emergency or as otherwise needed.

Capabilities: The Utah National Guard is prepared, trained, and equipped to respond to “all-hazard” emergency or disaster events within the State of Utah and surrounding region. It also supports federal military operations when federalized by order of the President of the United States.

Emerging Issues and Strategic Focus:

The immediate goals of the Utah National Guard include integration and transformation of both personnel and military assets. Transformation is necessary to address problems associated with globalization, domestic emergencies, and supporting foreign operations.

The Utah National Guard also plans to preserve and maintain training areas (sustainable training areas), modernize force structure, support federal and state emergencies/contingencies, address facility maintenance issues, and improve educational benefits for its service members. These areas of focus enable the Utah National Guard to adapt to both foreseen and unanticipated challenges.

Finally, the long-term focus of the Utah National Guard includes the continual evaluation and modernization of equipment, facilities and training of personnel. Continuous long-term planning enables the Utah National Guard to address emerging issues and assist in stabilization during time of domestic crisis and foreign events.



Economic Development

- Modernize and maintain armories, museums, and equipment in communities across the state
- Recruit, retain, and train personnel to maintain National Guard equipment and facilities
- Foster relationships and strengthen partnerships with federal and state agencies as well as private organizations



Quality of Life

- Promote programs that support the needs of the family members of military personnel
- Create a safe work environment through the active enforcement of policies; and, safer communities through the use of active and effective counter-drug programs
- Continue environmental management programs that aim to improve air quality, water conservation, and the overall health of the local environment
- Provide community support assisting in youth programs, local organizations, and public events



Education

- Provide opportunities for higher education by offering tuition assistance and other education benefits
- Improve the marketability of service members and strengthen the state workforce by providing meaningful training that is relevant to both military and civilian job opportunities
- Provide cross-training to diversify the National Guard workforce



Governance

- Maximize efficient use of available resources and emphasize energy conservation principles
- Focus on developing renewable energy sources and energy reduction programs
- Increase public awareness of the Utah National Guard by highlighting the functions, activities, and achievements of its various components and raising the overall profile in the community
- Develop and implement effective management controls and consistently monitor progress of programs at all levels



Department of Natural Resources

Executive Director: Michael R. Styler

Divisions: Forestry, Fire, and State Lands
Utah Geological Survey
Oil, Gas and Mining
State Parks and Recreation
Wildlife Resources
Water Resources
Water Rights

Full-Time Employees: 1,300

Contact Information: <http://www.nr.utah.gov/>
(801) 538-7200



Mission Statement: To sustain and enhance the Utah quality of life today and tomorrow through coordinated and balanced stewardship of our natural resources.

Emerging Issues and Strategic Focus:

Utah is world renowned for its natural resources, which are most commonly thought of in terms of scenic beauty and unsurpassed recreational opportunities. The vast natural resources also play a significant role in sustaining life, boosting the economy, and enhancing the quality of life.

The seven divisions of the Utah Department of Natural Resources (DNR) must consider all of those important elements individually and as pieces of the greater puzzle.

Water is a key issue for DNR. Utah is the second most arid state in the nation. There are several areas of strategic focus. There is an increased demand for subsurface water. Disputes over interstate stream water rights and water adjudication in general will increase with the growth of the state's population.

Watershed issues are an area for strategic focus. We must effectively manage invasive and non-native plant species such as cheat grass and tamarisk and restore wild lands and wildlife habitat. We must also develop a greater public understanding and awareness of these issues.

Quagga or Zebra mussels top the list of other key issues within DNR. The mussels threaten to infest our lakes and waterways, which could destroy habitats, clog irrigation and pipeline systems, and damage recreational watercraft. Wildlife and fire protection problems with urban interface and encroachment, the aging infrastructure in our parks, and the continued rising demand for law enforcement are the other key issues.

The solutions to these problems cross federal, state, and local lines, and without partnerships we will not be successful. We will continue to pursue efforts to preserve and protect the natural resources of our great state for which we are known and at the same time, continue to promote the economic benefits of our natural resources.



Economic Development:

- DNR will continue to work with communities to improve watershed yields and develop and conserve water to meet the needs of future populations



Quality of Life:

- Focus resources on the positive manipulation of watersheds and the containment and control of Quagga and Zebra mussels to minimize adverse impacts
- Improve and renovate state park infrastructures and wildlife consumptive and non-consumptive opportunities, which are critical in meeting future demand
- Continue to invest time and resources in habitat development and other activities to protect these species so economic growth may continue



Education:

- DNR will continue to protect the state's water rights by providing solid hydrological information regarding the resource and by defending and equitably administering water rights



Governance:

- Where revenue levels can be enhanced, such as our parks, DNR has made a strategic shift towards the prioritization and development of recreational projects that generate the strongest internal rates of return. This effort will ultimately reduce reliance upon the general funds while creating optimal recreational opportunities for the public



Department of Public Safety

Commissioner: Scott Duncan

Divisions/Programs: Administrative Services
Criminal Identification
Driver License Services
Forensic Services
Highway Patrol
 -Aero Bureau
 -Communications
 -Investigations
Highway Safety
Homeland Security
Peace Officer Standards and Training



Full Time Employees: 1,200

Contact Information: <http://www.publicsafety.utah.gov>
(801) 965-4461

Mission Statement: To provide a safe and secure environment for all people in Utah

Emerging Issues and Strategic Focus:

The Utah Department of Public Safety (DPS) has many pressing issues. These issues can be distilled into three major areas: ongoing growth funding, population growth vs. service demand in all areas of the department, and recruitment of top candidates for DPS positions.



Quality of Life:

- Improve highway safety by reducing the number of traffic accidents
- Ensure the safety of Utah's communities by reducing the crime rate in the state



Education:

- Ensure that the state is well prepared for emergency situations by educating and training the citizens on preparedness, prevention, response, mitigation, and recovery



Governance:

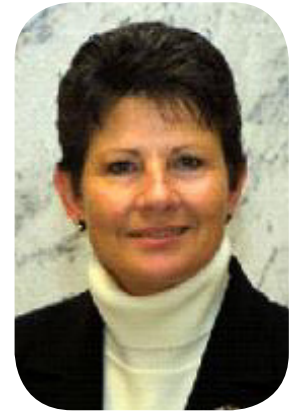
- In case of an emergency situation, ensure that the state responds quickly and proper steps are taken toward mitigation and recovery
- Provide quality and timely service in regulated licenses and programs



Tax Commission

Commission Chair: Pam Hendrickson
Executive Director: Rod Marrelli

Divisions: Administration
Auditing
Processing
Taxpayer Services
Property Tax
Motor Vehicle/Motor Vehicle Enforcement
Technology Management/DTS



Full-Time Employees: 798.75 (includes seasonal employees)

Contact Information: <http://www.tax.utah.gov/>
(801) 297-2020

Mission Statement: Collect revenue for the state and local governments and to equitably administer tax and assigned motor vehicle laws.



Emerging Issues and Strategic Focus:

With the unprecedented population growth and the booming economy, compliance with tax and motor vehicle laws must be as simple and efficient as possible, as well as attractive to new businesses, to collect all the necessary revenue without increasing labor cost.



Economic Development

- Facilitate business growth by providing an online One-Stop Business Registration system (in conjunction with other government service providers)
- Facilitate business growth by providing a system for businesses to file and pay taxes online
- Expedite special event registration by providing an online Special Events Registration system that allows businesses to register online and immediately print out their special event permit
- Balance enforcement and compliance while providing equity and fairness



Quality of Life

- Provide quality service by establishing user-friendly, online solutions for tax returns
- Enhance availability of state services by having additional services accessible online 24 hours a day, 7 days a week
- Provide timely processing of transactions, including tax refunds
- Provide accurate responses to taxpayer inquiries through ongoing employee training
- Improve communication by decreasing abandoned calls
- Save trips to the Motor Vehicle Division by providing online renewal services
- Maintain reasonable wait times in motor vehicle offices for those that must complete transactions in person (balancing timeliness with the resources available)
- Efficiently collect and distribute revenues that fund government services



Education

- Collect income and corporate taxes that fund education
- Make compliance easier by developing instructions and forms that are understandable (given the sometimes complexity of the law) and providing taxpayer education courses



Governance

- The new tax computer system will improve revenue administration, enhance compliance, and improve customer service
- Equalize tax burdens by improving compliance and enforcing laws as necessary
- Improve compliance and decrease expenditures as a percent of revenue by providing easier access to services and user-friendly filing options
- Make evasion harder by administering a fair auditing process
- Keep up with increased workload due to population growth with improved efficiencies, enhanced automation, and online user systems
- Provide oversight to the state's local property evaluation process to ensure equity between counties



Department of Technology Services

Director: J. Stephen Fletcher

Divisions: Enterprise Technology
Integrated Technology
Agency Services
Security
Project Management

Full-Time Employees: 865

Contact Information: <http://dts.utah.gov/main/>
(801) 538-3440



Mission Statement: Bringing value and innovation to Utah through service and technology.

Emerging Issues and Strategic Focus:

There are three emerging issues in business automation and technology.

1. Technological advances are reshaping the global landscape. Global competition has shifted as a result of high speed communication advances and maturity in basic information technology support structures, affording constituents better access to government services.
2. The role of Information Technology is shifting toward business automation. Basic services are becoming a commodity as information technology infrastructure matures. Future value will be in expertise in cross boundary facilitation and business reengineering. IT leadership will shift toward a business-centric role.
3. Core Information Technology Services are maturing. Basic services such as network communications, desktop support, and data center services are maturing and focusing on technologies that drive reliability in a cost effective manner.



Governance

- Enable constituents to access government services directly and improve the perception of government by aligning information services to customer requirements with an intuitive, non-technical approach
- Facilitate the development of high speed networks in Utah across all levels and branches of government
- Continue to facilitate cross-government cooperation in: 1) information technology infrastructure opportunities that enhance efficiency across branches and levels of government, and 2) business process integration and improvement for government programs
- Develop strategic partnerships with state government leaders in automating processes that help achieve maximum value of government programs
- Continue to develop and foster a business-oriented role across the organization, with technology providing the tools to support business
- Assist agencies to effectively implement initiatives that better leverage their data assets to drive business decisions and operations
- Manage service levels by defining service targets to achieve agency needs
- Leverage the economies of scale with an enterprise-wide approach to managing core assets
- Research industry best practices for securing enterprise infrastructure
- Continue optimization by providing consolidated services that will enhance efficiencies by aligning IT resources, and improve effectiveness by delivering services with the best resources available



Utah Department of Transportation

Director:

John Njord

Divisions:

Support Services
Engineering Services
Maintenance/Operations
Region Management
Equipment Management
Aeronautics



Full-Time Employees:

1,748.5

Contact Information:

<http://www.udot.utah.gov>
(801) 965-4000

Mission Statement:

There is a fundamental, undeniable link between transportation, quality of life and economic prosperity in Utah. From the products, we use in our daily lives, to the places we work, to the schools our children attend, to the areas where we recreate; we interact with our transportation on a constant basis. The Utah Department of Transportation (UDOT) faces the significant challenge of meeting the transportation needs of a growing state with limited resources. UDOT is addressing this challenge through its strategic goals, known as the 'Final Four'.

Emerging Issues and Strategic Focus:

The primary concerns for UDOT are capacity, maintenance, safety, and system improvement. Continued growth of urbanized areas will lead to residential development in previously open spaces. This will require the development of new transportation infrastructure, as well as create more demands on existing investments. There is a multi-billion dollar funding gap between what is needed to meet transportation needs in the state and what is available.



Economic Development

- Increase capacity by developing new funding strategies



Quality of Life

- Make the System Work Better. New technologies and design features will contribute as much to the efficiency of our transportation system as will new concrete and asphalt
- Improve Safety by implementing innovative safety programs and identifying improvement locations. UDOT will also partner with law enforcement agencies and public education programs to increase awareness



Governance

- Take Care of What We Have. The department and its employees are committed to the philosophy that “Good roads cost less.” Proactively applying well-timed treatments and other technologies to pavements can actually extend their life. Similarly, routine inspections and maintenance activities on bridges are far more cost effective than replacing structures that are allowed to deteriorate



Utah Department of Veterans' Affairs

Director: Terry Schow

Divisions: Administration
Cemetery
Nursing Home/Health Services

Full-Time Employees: 11

Contact Information: <http://veterans.utah.gov/>
(801) 326-2372



Mission Statement: To honor and recognize the service of Utah Veterans as their advocate relative to veterans benefits. Assist former and present members of the U.S. Armed Forces, both active and reserve, and their dependents in preparing claims for and securing such compensation, health services, education and vocational training, and other benefits or privileges to which they may be entitled under Federal or State law, or regulation by virtue of their service in the military.

Emerging Issues and Strategic Focus:

With the return of soldiers from Iraq and Afghanistan, some of whom may be injured or leaving the service, it is essential that we communicate with them their rights and privileges as veterans. It is also of paramount importance that we have adequate facilities to treat them and their older counterparts from previous conflicts who are now of retirement age.



Quality of Life

- Promote veterans benefits awareness and entitlement at all levels
- Improve Veterans Database development/management
- Work towards building a Northern Region Nursing Home



Education

- Expand and further develop outreach programs to veterans



Department of Workforce Services

Director:

Kristen Cox

Divisions:

Adjudications
Administrative Support / Chief Financial
Officer
Internal Audit
Office of Communications and Public Relations
Operations Support Division
Workforce Development and Information
Division
Unemployment Insurance



Full-Time Employees:

2,057

Contact Information:

<http://www.jobs.utah.gov>
(801) 313-4900

Mission Statement:

The Utah Department of Workforce Services (DWS) provides employment and support services for our customers to improve their economic opportunities.

Emerging Issues and Strategic Focus:

Strategic planning will support the mandates of our DWS mission and vision. Our mission is to focus DWS activities on providing high quality, accessible, comprehensive employment related and supportive services for employers, job seekers, and the community to improve the economic opportunities of our citizens. Our vision is to prepare our customers to prosper now and as the workforce of the future.



Economic Development

- Enhance customer access to our services
- Provide robust and accurate economic data to job seekers, businesses, educators, and government decision makers to accelerate Utah's economic vitality
- Coordinate with private industry, education, and economic development to identify and promote high tech emerging industries and prepare the highly skilled workforce on which these depend
- Partner with adjoining states to promote economic prosperity in both urban and rural areas of Utah through Workforce Innovation in Regional Economic Development (WIRED) grants



Quality of Life

- Employ the more effective and less costly preventive strategies for workforce development rather than reactive, less effective, and very costly treatment strategies
- Assist Utah employers by funding training and development programs to raise skills and wages of their current workforce



Education

- Provide timely and focused labor market analysis to public and higher education so they can shape curriculum and build education capacity
- Promote and participate with public and private partners in youth-focused career days and resource fairs to orient the emerging workforce regarding high-growth and high-demand future employment opportunities
- Invest early in our customers' futures by providing access to relevant and timely career information, education, and training resources, and by removing public policy disincentives for those seeking advancement
- Provide adequate childcare subsidies to parents as well as grants to childcare providers thereby allowing working or school-attending parents to place children in facilities that provide a quality early childhood environment



Governance

- Identify DWS' top priorities for the next two years
- Develop innovative service delivery solutions to provide customers with convenient, accessible, and responsive personalized service

